

**COAST Plans and Budget
during 1 July, 2020 to 30 June,
2021 (2020-21)**

Management and Program Approach 2020-21

Management Approach:

- Knowledge based human resource
- Loyalty and self-discipline
- Human right based human resource balancing with achieving the targets
- Standard body mass index (BMI) based human resource
- Roles of DED and ED will be strategic relation, human resource development and strategic planning.
- Roles of Joint Directors and Directors will be planning, quality implementation, monitoring and communication
- Protection of staff from COVID-19 pandemic

Management and Program Approach 2020-21

Program Approach:

Core program

- Strategy development for fund raising for climate change adaptation, community radio and DRR

Non-core programs

- Demand based fund raising
- Separate Rohingya strategy for fund raising for IGA/Livelihood, social cohesion, education and youth development
- Advocacy through social media targeting youths and adolescents
- Raising awareness of member-participants for protection from COVID-19 infections

1. Consolidated Budget Comparison

	Taka in Crore			
	2019-20	2020-21	Variance	%
MF+Oper+Donor				
Service Charge (MF)	55.99	52.63	-3.36	-6%
Overhead (Donor)	1.26	0.95	-0.31	-24%
Overhead (MF)	1.08	1.94	0.86	79%
Donor Grant	32.01	18.74	-13.27	-41%
	90.34	74.26	-16.08	-18%
Expenditure (Budget)				
Salary & Benefits	37.74	34.89	-2.85	-8%
Admin cost	13.62	14.26	0.64	5%
Capital Expenditure	0.28	0.31	0.03	10%
Cost of Fund	14.34	12.15	-2.20	-15%
Program cost	16.53	8.45	-8.09	-49%
Total Exp	82.52	70.05	-12.47	-15%
Surplus/(Deficit)	7.82	4.21	-3.62	-46%

Notes: It is conservative approach. We will make plan for minimizing the minus figure through increasing income and rationalizing the expenditures.

Budget Comparison:	Taka in Crore			
Micro finance	2019-20	2020-21	Variance	%
Service Charge (MF)	55.99	52.63	-3.36	-6%
Expenditure (Budget)				
Salary & Benefits	24.06	25.74	1.68	7%
Admin cost	9.48	10.25	0.77	8%
Capital Expenditure	0.28	0.29	0.01	3%
Cost of Fund	14.34	12.15	-2.20	-15%
Total Exp	48.17	48.43	0.26	1%
Surplus/(Deficit)	7.82	4.21	-3.62	-46%

1. Consolidated Budget
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Budget Comparison:	Taka in Crore			
Operation (All)	2019-20	2020-21	Variance	%
Overhead (Donor)	1.26	0.95	1.07	85%
Overhead (MF)	1.08	1.94	-0.52	-48%
	2.34	2.89	0.55	23%
Expenditure (Budget)				
Salary & Benefits	1.51	1.66	0.15	10%
Admin cost	0.62	1.20	0.58	94%
Capital Expenditure	-	0.02	0.02	#DIV/0!
Program cost	0.21	0.01	-0.20	-97%
Total Exp	2.34	2.89	0.55	23%
Surplus/(Deficit)	(0.00)	(0.00)	0.00	-73%

Budget Comparison:	Taka in Crore			
Donor Projects (17nos)	2019-20	2020-21	Variance	%
Donor Grant	32.01	18.74	-13.27	-41%
	32.01	18.74	-13.27	-41%
Expenditure (Budget)				
Salary & Benefits	12.16	7.49	-4.67	-38%
Admin cost	3.52	2.81	-0.71	-20%
Capital Expenditure	-	-	0.00	#DIV/0!
Program cost	16.33	8.44	-7.89	-48%
Total Exp	32.01	18.74	-13.27	-41%
Surplus/(Deficit)	-	-	0.00	#DIV/0!

2. Total Financial Plan

MF+Operation+Donor	2019-20	2020-21	Variance	%
Salary & Benefits	37.74	34.89	-2.85	-8%
Admin cost	13.62	14.26	0.64	5%
Capital Expenditure	0.28	0.31	0.03	10%
Cost of Fund	14.34	12.15	-2.20	-15%
Program cost	16.53	8.45	-8.09	-49%
Total Operating Cost	82.52	70.05	-12.47	-15%
Loan Repayment	67.83	89.24	21.41	32%
Loan Disbursement	467.57	545.76	78.19	17%
Other MF Cost	535.40	635.00	99.60	19%
G.Total (MF+Oper+Donor)	617.92	705.06	87.14	14%
Budget utilized:	534.72	86%		

Microfinance:	2019-20	2020-21	Variance	%
Salary & Benefits	24.06	25.74	1.68	7%
Admin cost	9.48	10.25	0.77	8%
Capital Expenditure	0.28	0.29	0.01	3%
Cost of Fund	14.34	12.15	-2.20	-15%
Total Operating Cost	48.17	48.43	0.26	1%
Repayment	67.83	89.24	21.41	32%
Program cost (Disbursement)	467.57	545.76	78.19	17%
Total Prog Cost	535.40	635.00	99.60	19%
G.Total MF Outflow	583.57	683.43	99.86	17%

2. Total Financial Plan

Tk in Crore

Source of Fund:	2019-20	2020-21	Variance	%
For Operation (All)	2.34	2.89	0.55	23%
(MF & Donor Overhead)				
Donor Grant	32.01	18.74	-13.27	-41%
<u>For MF:</u>				
Service Charge income	55.99	52.63	-3.36	-6%
Savings Accumulation	12.78	18.77	5.99	47%
RLF Realization	418.18	482.36	64.18	15%
PKSF Loan	32.20	30.00	-2.20	-7%
Bank Loan	52.00	83.00	31.00	60%
Internal Loan	11.34	9.00	-2.34	-21%
Bank balance	1.08	7.66	6.58	610%
Total Source of Fund	617.92	705.05	87.13	14%

3. Target and Achievement on Actual

	2019-20				2018-19		
Microfinance:	Target	Achieved	Variance	% of Vari.	Actual	variance	% of Vari.
Loan Disbursement	467.57	355.84	-111.73	-24%	382.83	-26.99	-7%
Loan Realization	418.38	328.16	-90.22	-22%	350.25	-22.09	-6%
Savings Collection	42.58	74.57	31.99	75%	77.41	-2.84	-4%
Savings Balance	94.38	95.68	1.30	1%	81.42	14.26	18%
Loan Balance	275.34	252.7	-22.64	-8%	225.02	27.68	12%
Loan Repayment	67.83	82.19	14.36	21%	95.31	-13.12	-14%
MF Income	55.99	45.63	-10.36	-19%	48.37	-2.74	-6%
MF Expense	48.17	46.65	-1.52	-3%	43.59	3.06	7%
MF Surplus/(Deficit)	7.82	(1.02)	-8.84	-113%	4.78	-5.8	-121%
Operation (All):							
MF Overhead	1.08	1.91	0.83	77%	1.43	0.48	34%
Donor Overhead	1.26	1.59	0.33	26%	1.38	0.21	15%
Total Income	2.34	3.50	1.16	50%	2.81	0.69	25%
Expense	2.34	3.50	1.16	49%	2.81	0.69	25%
Surplus/(Deficit)	(0.00)	-	0.00	00	-	0	#DIV/0!

Lessons learnt/Challenges

- Some financial irregularities have been continuing by some staff (In 2018-19 was 40% staff and in 2019-20 was 32% staff).
- The operations of micro finance and other projects were seriously affected by COVID-19 pandemic.

Way to overcome challenges:

- To increase MF monitoring through field visit and frequencies of internal audit
- To increase awareness in member-participant level for protecting from COVID-19 pandemic.

Thanks for Patience
Hearing